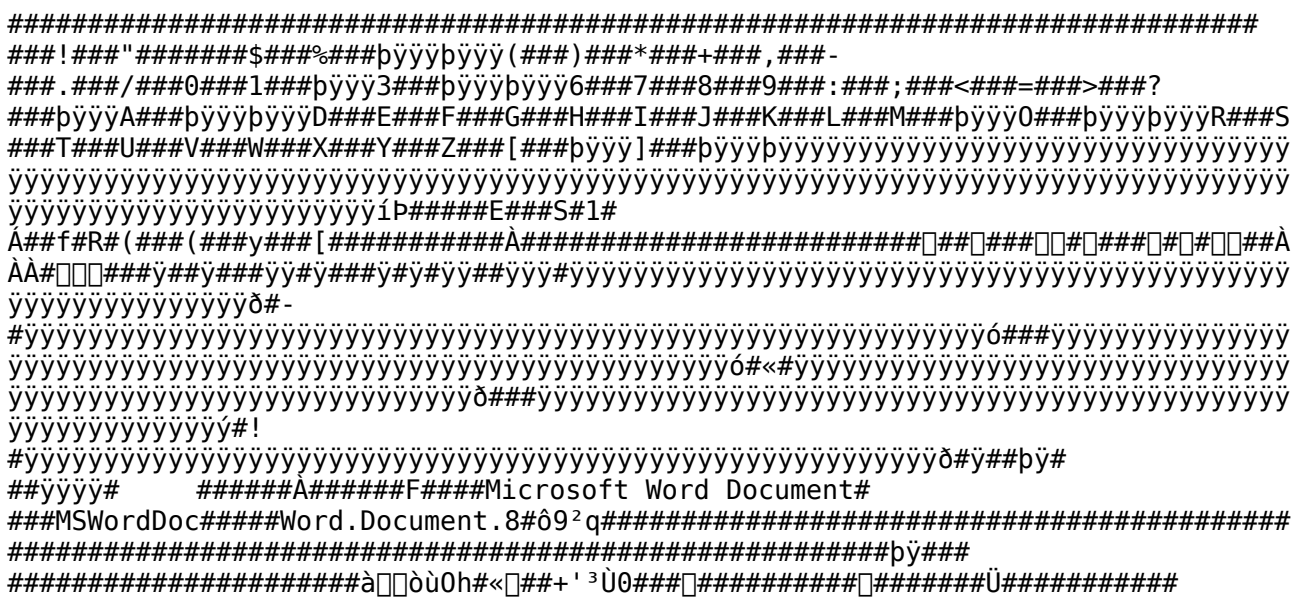

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#############################################TABLE OF CONTENTSSECTION
                                               PAGE 1.  PROJECT NAME &
DESCRIPTION 2.  SRE BACKGROUND INFORMATION  3.  RISK LIST - ACTION ITEM-MANAGED
4.  RISK LIST - WORKSHEET-MANAGED 5.  RISK LIST - FULL ACTION PLAN-MANAGED 6.
RISK LIST - WATCH ITEMS 7.  RISK LIST - TRANSFERRED ITEMS 8.  RISK LIST -
DELEGATED ITEMS 9.  RISK LIST - ACCEPTED ITEMS10.  RISK LIST - COMPLETED ITEMS
ATTACHMENTSRisk Management WorksheetsRISK PLANNING AND TAILORING TEMPLATEA.
Project Identification###     Project Name / # ->###  Product Line ->###
      Project Scope ->###     Est Size (LOC, FP )>## Cost::#     Type:  Exp/Cap
Enh, New Dev?##   Start Date:  #    Req Accept Date:  #     Sys Test Date:  # Est
Complete Date:##B. SRE Resources### Project Manager ->#.#Phone->#.##    Process
Consultant->##Phone->###      # Req Analysts:  #      # Data Admins:  # #
Contractor Anal:#>      Subtotal:  ##     # Programmers:  # # DB Admins:  #   #
Contractor Prog:#>      Subtotal:  ##     # Prod/Proj Mngrs:  #   # Customer
Reps:  #    # TI Analysts:  #>      Subtotal:  ##     # CM & SQA Anal:  #
      Other:  #>  Subtotal:  #      Total:   ##C. Readiness Analysis### Findings-
>###  Recommendations>###     SRE Dates (tentative): #     SRE Location:#
      Interview Team (IT)>###D. SRE Agenda###Day 1#Day 2#Day 3######¤P)
¥ 2¦##§##¨##©##ô¾b²□□ODM## 5©¿¢ç##
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1.  Project Identification### Name#[Project name]##   SCR Number#[#]##  Project
Size#{Expense Enhancement | Capital Enhancement | New Development}##2.  List of
SRE Participants###     Project Manager#[Names]##     Team Members
Present#[Names]## Team Members Absent#[Names]## Facilitator(s)#[Names]##3.  SRE
Results###  SRE Cost#[$]##    SRE Dates#[Date range for SRE]##    Duration of
SRE#[#] days##    Hours expended#[#] hours##    Managed Risk Limit.#[#]##RISK
MANAGEMENT DETAILSRM ##Decision/ Link#Risk StatementCausal Factors / Reduction
Strategies#Action / Trigger#Est/Ac Compl#Action Status: G/Y/R/DRisk Outcome:
problem?##[#]#{Mitigate | Watch | Delegate | Transfer | Accept}[Linked Risk
#]#Risk: [Risk condition]; and as a result, [risk consequence.]Internal/external
Influences:  [Describe influences.]Pr/Sv Reduction Strategies: [Describe
strategies.]#1. ([Who]) [Describe the action; number each separate action for
Mitigate, Delegate & Transfer | describe the trigger for Watch.].#[Est Date if
not done | actual date if done]#{Green for action on-track | Yellow for action
behind schedule | Red for stopped or aborted action | Done for completed
action}####[Next risk]#########¤E7¥ 2¦##§##¨##©##Ú
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###############ÿ□#ÿÿd#########d#########x###Give a Motivation for Risk ManagementProvide a Risk Management OverviewOutline the SRE Process Introduce the □Tools□

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#######d#########z###Annual Expenditure for Software Development in the U.S. -
$250B*Conducted By the Standish Group International - Jan 1995
```

###How Risky Is Software Development?Software development is a “risky” business, as this data shows: - Chart shows results from an international s/w development study - Over 50% of the $ spent on projects that finish over budget, late or with reduced functionality - Almost a third of the $ was spent on projects that were canceled during development   - Only $1 out of $6 is spent on projects that complete as planned.Where else would such performance be acceptable?Is there any wonder why customer in not satisfied?

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##ÿÿ####ÿÿ#####ÿ□#ÿÿd#########d#########ù###Risks are future events with both a#probability of occurrence, and a #potential for loss [cost].Once they occur, they are problems and there will be some loss.Upon timely discovery, risks can be avoided, eliminated, or have their impacts lessened.ÿ

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What Are Risks? RISKS == Future event #   + some probability of occurrence# + negative impact on the project if they occurIf something surely will occur (100% probability) it is a problem not a risk.If something has a o% probability it is not a risk.WHY DO WE NEED TO ADDRESS THEM ?Most problems were first seen as risks by someone on the project. All too often we keep those concerns to ourselves until the problem happens--then we might say □I knew that was going to happen.□If we don□t address them, they will turn into problems.□If you don□t attack your risks, they will attack you.□

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d#ÿÿ####ÿÿ#####ÿ□#ÿÿd#########d#########Ø###Making informed decisions by assessing what can go wrong and what the resultant impact will be□Risk [management] does not deal with future decisions, but with the future of present decisions.□ - Dr. Robert Charette

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      #############ÿ□#ÿÿd#########d#########Ü###What Is Risk Management?Risk
Management is: focusing present activity to control future events:□Risk
[management] does not deal with future decisions, but with the future of present
decisions.□ - Dr. Robert Charette
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ÿÿ####ÿÿ#####ÿ□#ÿÿd#########d#########¶###What Is The Big Picture?SEI□s Risk Management model is our standard for risk management.Cyclic--repeats for long projects, or multi- phase projects.Starts with identify/ analyze/ plan during the SRE with the help of risk identification specialists.Continues as PM plans/ manages/ tracks/ controls the risks throughout the project.Communication is at the heart of RM; the PM must communicate risks to management and to project team.

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      w#ÿÿ####ÿÿ#####ÿ□#ÿÿd#########d#########□###Requirements Development
Oversight of Risk Management processRisk Management Office (-RCB)Procedure &
toolsFacilitates SREs Risk consultants#
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ÿÿ####ÿÿ#####ÿ□#ÿÿd#########d#########"###Who Does Risk Management ...1?
Requirements Development Office has oversight of Risk Management process.Risk Management Office (-RCB)Maintains and provides the procedure & toolsFacilitates SREs Trains project teams on RM duties Risk consultant to projects--e.g. mitigating strategies

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¿#ÿÿ####ÿÿ#####ÿ□#ÿÿd#########d#########2###Product Management OfficeImplements
risk management on projectsProject ManagerManages project risksBudgets for RM
activitiesMaintains project□s RM worksheets an RM PlanAssigns and schedules RM
activities in WBSReports risk status Project TeamIdentifies project risks
Performs risk mitigation tasks

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Product Management Office manages project risksProject ManagerBudgets for SRE & other RM activities from RM PlanMaintains project□s RM worksheets an RM PlanAssigns and schedules RM activities in WBSReports risk status to project team & upper managementProject TeamIdentifies project risks at SRE and throughout projectPerforms risk mitigation tasks as assigned

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      ó##############ÿ□#ÿÿd#########d#########w###  START  SRE!  Preliminary
steps -- RM staff & PM:  1.  Tailor Risk Management activities  2.  Prepare for
the SRE#
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      #############ÿ□#ÿÿd#########d#############1. PM & RM supervisor do the following: a. Determine who will facilitate SRE; # b. Request SRE facilitator from RM Office;# c. Tailor SRE activities based on project size/cost;# d. Estimate cost of SRE; # e. Plan the SRE;# f. Assign SRE facilitator;# g. Assign resources.2. Prepare for the SRE: a. Identify project team participants;# b. Select a subject matter expert, if seen an needed;# c. & d. Brief interview team, and tailor interview questions for project;# d. Review the tools & brief the project team - this is the briefing#

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      ª#ÿÿ####ÿÿ#####ÿ□#ÿÿd#########d#############Conduct SRE interviews with
project team: 3.  Identify risks through group interviews in standard risk
statement format 4.  Rate each risk:           Probability:       1 (Low) -   4
(High)           Severity:        10 (Low) - 40 (High)         Rating  =
Probability  X  Severity  5.  Rank risks & assign RM Number#
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      ÿÿ####ÿÿ#####ÿ□#ÿÿd#########d#############STEPS...3.  Identify risks
through group interviews; record risks in standard risk statement format ( EX.
ON NEXT SLIDE).    Risk Management Analysts from DSDC-RR ask the questions from
the SEI questionnaire and records project team responses# (RESPONSES ARE NOT
ATTRIBUTED TO ANY INDIVIDUAL OR SUBGROUP!)4. Consolidate risks from all group
interviews.  Interviewers assign initial ratings to the risks and put the risks
in rating order.5.  Rank risks & assign RM Number. Decide which is most
important  to least important risks.  Interview team supplies the rankings based
on the ratings, and on interview team consensus.  Project team can now re-order
the risks to suit themselves.  Top risk is RM #1, next is RM #2, and so on.
Project team is now finished in SRE. ÿ
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      ##ÿÿ####ÿÿ#####ÿ□#ÿÿd#########d#########>###Complete SRE with project
manager  6.  Determine WHO is responsible  7.  Determine WHAT to do: #(Accept,
Mitigate, Watch, Delegate, Transfer)  8.  Determine HOW MUCH needs to be done
9.  Determine HOW MANY risks to mitigate10.  Develop Mitigating Actions11.
Prepare Risk Management Plan#      SRE is now complete!
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ÿÿ####ÿÿ#####ÿ#ÿÿd#########d#########w###6. PM decides WHO is responsible: Project Team, other DSDC office, or customer. 7. PM Determines WHAT to do: #ACCEPT = Cant do anything; small impact.#MITIGATE = Must take action due to affect on project.#WATCH = Cant take action now; can wait till later; too many risks to mitigate. Set-up an early warning trigger to track. If the the triggers hits, then move risk to Mitigate. #DELEGATE = Outside of team action; but, within DSDC. Give it to them for action.#TRANSFER = Outside of team action, outside of DSDC. Give it to them for action.8. Determine HOW MUCH needs to be done to mitigate the risk.9. Determine HOW MANY risks to mitigate: PM decides based on project resources, i.e. time, money, personnel.10. Develop mitigating actions: contingency plans; re-plan; etc.11. Prepare Risk Management Plan: Initial Plan prepared by RM staff; PM updates throughout project.#

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      4#ÿÿ####ÿÿ#####ÿ□#ÿÿd#########d#########Æ###Carryout Risk Management Plan
(PM):12. Track risks13. Control planned risk actions14. Get next Watched risk
15. Report risk status16. Review risk activities at end of project with RM
Office

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############ÿ□#ÿÿd########d#########^###12. Track risks: a. Track triggers assigned to Watched risks.# b. Send Transferred and Delegated risks to external/internal groups responsible, but continue to track them to completion.# c. Record risk activity in RM Plan.# d. Update RM Plan when things change.13. Control Risks: a. Review RM Plan.# b. Discuss risk activity with team.# c. Review & coordinate risk activity regularly.14. Get Next Risk: When a managed risk is completed / bypassed, get the next one from Watched risk list.15. Report risks. a., b.& c. Update the RM Plan; use it & RM worksheets to keep mgt & team aware of risk status & activities.# d. Send updates to Risk Management Office regularly.16. Review w/ RM staff: a. Send final RM Plan & w/s to RM Office.# b. PM & RM supv meet to discuss lessons learned. # c. RM uses project input to improve RM Process.

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□#ÿÿ####ÿÿ#####ÿ□#ÿÿd#########d#########(###Risk Management isn□t over until the project is completeAs closure on one risk is achieved, attack another! □New□ project risks can be identified by ANYONE at ANY TIMEApply the same iterative process to all new risksProject manager does analysis and planningThe □Top n□ may change as a result

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      ÿÿ####ÿÿ#####ÿ□#ÿÿd#########d#########æ###When Is Risk Management Over?
Risk manage does not end with the completion of the SRE and the RM Plan; it continues throughout the project [READ THE CHART TO THE AUDIENCE]ASK QUESTIONS TO TOM POLTORAK (444-4637)THANK YOU

#)#########)#################)#########)####ÿ□#ÿÿd#########d#########2##□##©ö¹û□
4#ÿÿ####ÿÿ#####ÿ□#ÿÿd#########d#############A structured, repeatable process for identifying and analyzing risks, and planning for their mitigation within a project or programBased Upon A Proven Interview MethodSEI□s Risk questionnaireGroup Interviewing protocolFocuses upon delivery and quality risksr

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###What Is a Software Risk Evaluation (SRE)? The SRE:# Is a DSDC generated documented and repeatable process that meets CMM level 3. Team members can take the risk identification skill with them to other projects. Focuses on the things that are important to a project -- things that adversely affect the schedule, budget and functionality. Starts with risk identification and planning. Is based on interviews with the project team members, project manager, and maybe the customer, in separate groups. Interviews have a structured period for ques / ans, plus a round-robin period to expose risks. Interview uses comprehensive set of 194 questions about software development projects from SEI.   It takes about 1 - 4 days to complete an SRE, depending on project size

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d#ÿÿ####ÿÿ#####ÿ□#ÿÿd#########d#########|###Creates a forum for talking about and planning for project risksProvides decision-making information to the project manager

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What Are the Benefits of SREs ?
BIGGEST benefit is that the SRE exposes risks and gives information for doing something about the risks.Gives the PM views about project risks from the people who see the potential problems from many aspects.When the customer is involved in the risk activity, a broader range of risks are identified, and the risks are included in discussions with the customer.

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Ô#ÿÿ####ÿÿ#####ÿù#ÿÿd#########d#########á###The DSDC Risk Management Procedure#(DSDCI 5000.002 Encl 3)Risk Planning and Tailoring templateStandard Risk Statement FormatThe Risk Rating TableDecision FlowchartsThe DSDC Risk Management PlanThe SEI Risk Questionnaire#

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############ÿ□#ÿÿd#########d#########7###What Tools Are Used?The tools are part of the RM Procedure -- Encl 16 of the Project Mgt Guide DSDCI 8120.004TOOLS included in the procedure: (16.5) Risk Planning Tailoring Template - used to plan the SRE: arrange the groups, schedule the interviews. Standard Risk Statement Format: Condition, and as a result, consequence. (see next slide). (16.2) Risk rating table - 4 levels of probability & 4 levels of severity. It can be revised for a project as needed.   (16.3) Risk Decision Flowchart (see 2 slides forward). These help the PM decide Who should take action, and what the action should be.   (16.4) RM Plan template is the form to record all info about risks (reporting schedules, statement of risk, risk category, factors affecting the risk, activities to control the risk, status/ outcome, etc.)ÿ

##ÿ□#ÿÿd#########d#########3##□##ÏöA#îþ¿#ÿÿ####ÿÿ#####ÿ##ÿÿd#########d#########i###1. Delivery of the development system may occur after the start of the coding and unit testing phase; ...□

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E#ÿÿ####ÿÿ#####ÿ##ÿÿd#########d#########>###. . . the schedule will slip each
day the equipment is late.

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Three parts to a valid risk statement:1. condition = the situation that has a chance of occurring2. □AND AS A RESULT□3. consequence = the result that will surely happen if the condition does occur. It focuses on the cost, schedule and quality of the products/project[give the example above] c

##ÿ□#ÿÿd#########d#########3##□##úö#ü ¢ÿ□ÿÿÿ####ÿÿ#####ÿ##ÿÿd#########d#########T###2. The requirements are ambiguous and may not be what the customer really wants; ...

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```
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ÿu#ÿÿ####ÿÿ#####ÿ##ÿÿd#########d#########k###3.  The customer may not provide
test data as promised on the dates we need it to support the schedule; ...#
```

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```
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      ÿÿ####ÿÿ#####ÿ□#ÿÿd#########d#########ø###Tools: Risk Planning and
Tailoring Template  This information is prepared by the PM and Risk Management
supervisor to tailor the amount of risk activity, and to plan the SRE and report
schedule for the PM.There are other sections not shown here.
```

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There are three flowcharts, each with its own purpose; the first is shown here: 1. Determine WHO is responsible for this risk, inside or outside the project (see attached flowchart.) 2. Determine WHAT to do: Accept, Mitigate, etc. 3. Determine HOW MUCH to do: simple actions to full action plan.

```
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This sheet is used to record all information about the project□s SRE and about each risk; one row per risk:## Risk management number (i.e. risk rank) Risk statement Internal / external causes Internal / external ways to lessen or eliminate the risk Linked risks Planned actions Status

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ÿÿ####ÿÿ#####ÿ□#ÿÿd#########d#########p###These are some of the categories that are included in the SRE interviews. The A & B columns are truncated here.

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